Annual Report 2011 - 12

Fire and Emergency Services –
Newfoundland and Labrador

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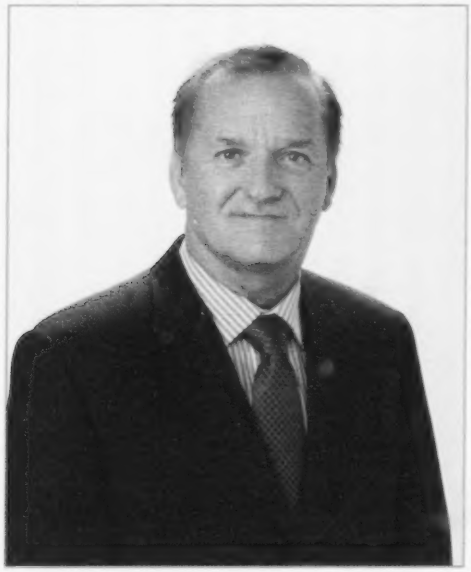


This report was prepared in accordance with the *Transparency and Accountability Act*. As Minister Responsible, I am accountable for the results reported within. Therefore, I am pleased to present the Annual Report of Fire and Emergency Services - Newfoundland and Labrador for fiscal year ending March 31, 2012.

Fire and Emergency Services – Newfoundland and Labrador (FES-NL) envisions a comprehensive, integrated program of mitigation, emergency preparedness, response and recovery for emergencies and disasters of any kind. The agency provides awareness and education, certification and training within both the provincial fire service and emergency response sector.

Throughout this reporting period, FES-NL continued to make steady progress on key priority areas. In 2011-12, significant gains were made in the area of emergency management planning on all levels- local, regional, and provincial, fire department assessment and engagement, and training efforts among fire and emergency management stakeholders and first responders. As well, public awareness of the need for all individuals and organizations to 'be prepared' continues to grow, assisted by our partners throughout the province.

This report provides an overview of the key results and financial information for the 2011-12 fiscal year. These results continue to illustrate the dedication and commitment of our employees across the province. I would like to thank all involved for their continued commitment towards enhancing fire protection and emergency management capabilities throughout Newfoundland and Labrador.

Kevin O'Brien

KEVIN O'BRIEN
Minister

1.0 FES-NL OVERVIEW

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies, disasters and fires.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition the agency is responsible for the development and maintenance of both a business continuity plan (BCP) for the Government of Newfoundland and Labrador and an emergency management plan for the Province.

FES-NL's primary clients include any person, group or organization served by or using its programs and services who are the principle beneficiaries of its lines of business. These clients include the following: citizens and families; local governments; fire departments and firefighters; first responders; police agencies; individuals impacted by fires, emergencies and disasters; government departments and agencies and the private sector.

By the end of fiscal year 2012, FES-NL had a staff complement of 26; 14 females and 12 males. It is headquartered in St. John's and operates regional offices in Clarenville, Grand Falls-Windsor, Deer Lake and Happy Valley-Goose Bay, Labrador.

Fiscal year 2012 witnessed the continuation of funding related specifically to Executive Support, Fire Services, Emergency Services, Joint Emergency Preparedness Program (JEPP), Disaster Assistance, and Fire Protection Infrastructure.

Current Expenditures in this reporting period were $4,445,064 and were associated with Executive Support, Fire Services, Emergency Services and JEPP. Capital costs were $15,839,567 and were associated with Disaster Financial Assistance Arrangements (DFAA) under Disaster Assistance and Fire Protection Infrastructure. Fire and emergency services projects approved under JEPP are cost shared 50/50 between approved groups and the provincial government, with the Province's 50% share recoverable from the federal government. Provincial expenditures related to DFAA may be eligible for partial federal government reimbursement, up to 90% as per the DFAA cost-shared ratio. For detailed financial information for the fiscal year ending March 31, 2012 please see page 29 – Financial Statements.

2.0 LINES OF BUSINESS

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompass a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 729-3703 or 729-1608.

Awareness, Education, Training, and Certification

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public, emergency responders and the fire service. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various fire safety and public education programs.

With regards to the fire service in the province, FES-NL conducts fire services training, certification and testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. FES-NL also provides training and education programs such as Basic Emergency Management (BEM), Emergency Operations Center Management (EOCM), and Public Information Officer (PIO) training for emergency response personnel. FES-NL also works with a variety of external partners to provide advanced accredited fire and emergency management training.

Fire Services, Emergency Management, and Support Services

FES-NL fulfills a number of planning, response, recovery and support functions under its fire/emergency management and support services line of business. As with the previous line of business, it assists individuals, communities, private sector and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in partnership with the affected area. FES-NL also manages and/or supports any large scale emergency or disaster and coordinates the activities and operations of all first responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide certain financial assistance for emergency preparedness and other resources to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement. The federal government has decided that the FY2012-13 is the final year for this program.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements and federal audit.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training, for ground search and rescue, and to conduct flood assessments.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency also provides funding for municipal firefighting equipment and firefighting vehicles under the Fire Protection Financial Assistance (firefighting equipment) and the Fire Protection Infrastructure (firefighting vehicles) programs. These programs are application driven and follow an assessment process to assist municipalities in acquiring necessary firefighting resources.

FES-NL distributes long service awards to firefighters and administers the Firefighter Licence Plate Program. All volunteer and career firefighters across the province, which meet eligibility requirements, are eligible to apply for a firefighter licence plate from Motor Vehicle Registration. This specialty licence plate acknowledges that a vehicle is registered to a firefighter.

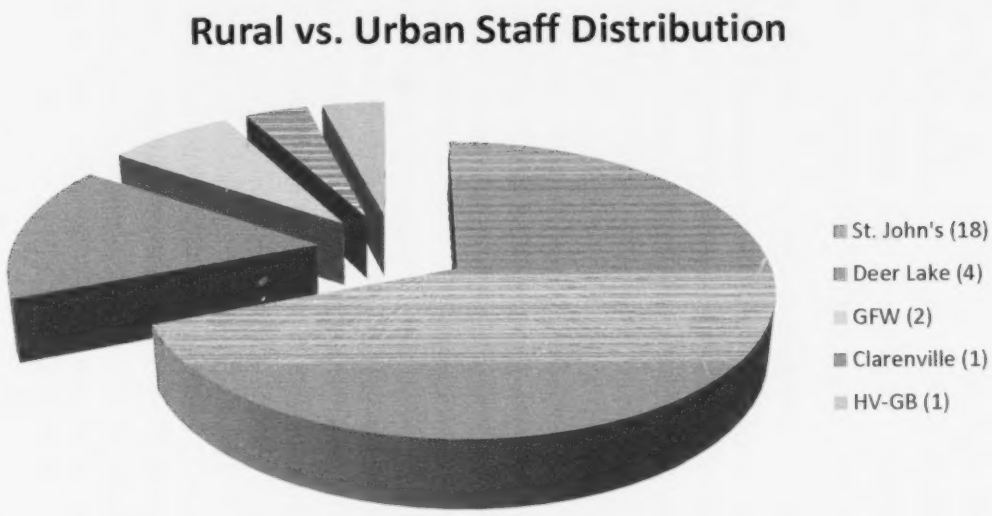
FES-NL provides facilitative and support services to provincial government departments and agencies for the maintenance of BCPs and is assisting those government departments and agencies involved in the BCP process to move from plan development to the establishment of a BCP program for the Government of Newfoundland and Labrador.

Regulation, Enforcement and Reporting

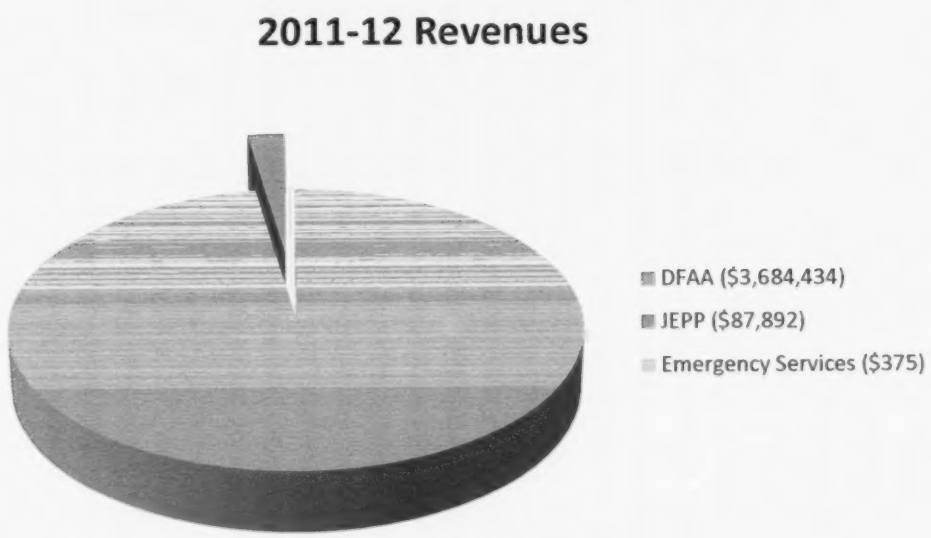
FES-NL performs a number of assessment, inspection, investigation, report and permit functions in the delivery of the regulation, enforcement and reporting line of business to ensure fire protection and life safety. Examples include compiling the provincial fire loss statistics and annual fire loss report, conducting fire investigations, conducting fire prevention and life safety inspections, fulfilling the legislated responsibility for fire protection services assessment and issuing a variety of permits and orders such as a permit to service fire protection equipment or

building capacity orders. Furthermore, when a municipal council, local service district, or region has developed an emergency management plan and has approved it in principle, the plan must be submitted to the Director of Emergency Services for approval prior to adoption by that municipality, local service district, or region.

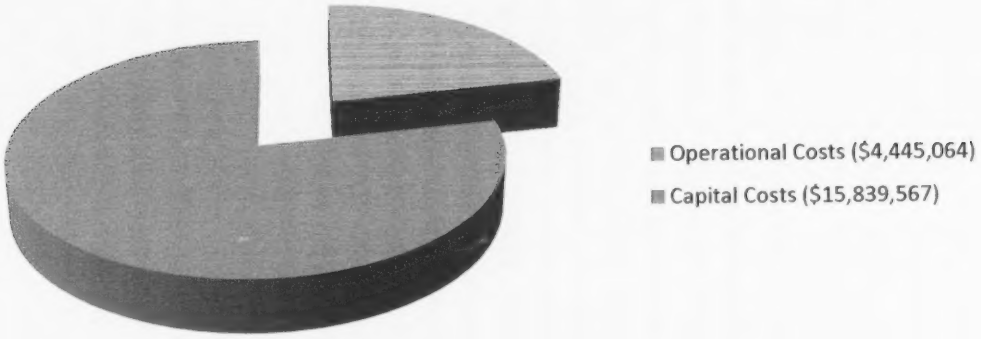
3.0 STAFF DISTRIBUTION



4.0 REVENUE AND EXPENDITURES



2011-12 Expenditures



5.0 OTHER KEY STATISTICS

FES-NL's Fire Service Report Management System (FSRMS) has the ability to record and report the number of fire department incident responses and fire loss statistics for Newfoundland and Labrador after fire departments supply that information to FES-NL. This information is currently supplied on a voluntarily basis however upon proclamation of the new *Fire Protection Services Act* scheduled for June 1, 2012, fire departments will be required by law to report fire losses to the Fire Commissioner. In the interim, the following fire fatality statistics represent fire deaths in this province in the calendar year 2011; this is consistent with the reporting period utilized by the Canadian Council of Fire Marshals and Fire Commissioners.

Incident Location	Fire Cause	Date	Fatality
Bennett's Siding (Codroy Valley)	Undetermined	May 9, 2011	1 Female
St. Stephen's-Peter's River	Undetermined	Jul 1, 2011	1 Male
St. John's (Three Island Pond)	Accidental	Nov 24, 2011	1 Female
St. John's (Springdale Street)	Incendiary	Nov 27, 2011	1 Male
Pilley's Island	Accidental	Dec 25, 2011	2 Females
		Total	**6**

**Please note: NFPA 921 Guide for Fire and Explosive Investigations section 19.2.1.4 states that whenever the cause of a fire cannot be proven to an acceptable level of certainty, the correct classification is "undetermined".*

VISION

The Vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, environment and property.

MANDATE

The *Emergency Services Act* was proclaimed on May 1, 2009. Section 3.(1) established FES-NL. The mandate of FES-NL is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies. The *Act* further mandates FES-NL to develop and maintain a business continuity plan for the government of the province and an emergency management plan for the province (Section 4.(1) of the *Emergency Services Act* refers). The *Act* further states in section 3.(2) that the agency has and shall exercise those powers and duties vested in the *Fire Protection Services Act*.

MISSION

The Mission statement identifies the priority focus of the Minister over the next two business planning cycles: 2011-2014 and 2014-2017. In Budget 2007, government created FES-NL to help achieve progress towards its vision of a province better prepared to deal with a variety of emergencies, disasters and fires with the mission at that time to work towards the creation of a modern and robust fire and emergency management system. At this point in FES-NL's evolution, FES-NL will work toward enhancing the development of a modern and robust emergency management system, building on the work it achieved from its Business Plan 2008-2011.

The current Mission remains consistent with Government's strategic direction of improved emergency preparedness for all and reflects the key longer-term result that the agency will be working towards. Emergency preparedness is the foundation to the development of a modern and robust emergency management system. Improving capacity for emergency preparedness is everyone's business – individuals, communities, organizations, businesses, governments, etc. In Newfoundland and Labrador, the fire protection services force is the backbone of our emergency management system – firefighters from municipal fire protection services are often the very first responders to emergencies of all types. However, firefighters are one of many involved in emergency preparedness and response activities. There are many clients and stakeholders that need to be better prepared and one of the ways that this can be achieved is to improve communication of all those involved in the emergency management field. Lastly, in an effort to develop

and maintain a modern and robust emergency management system, Government assumed a legislative obligation to develop both a Business Continuity Plan and a Provincial Emergency Management Plan for the Province of Newfoundland and Labrador.

Mission: By March 31, 2017, FES-NL will have further enhanced the development of a modern and robust fire and emergency management system.

Measure: Modern and robust fire and emergency management system is enhanced

Indicators:

- Improved capacity for emergency preparedness
- Improved capacity for fire protection services
- Client and stakeholder communication is improved
- Business Continuity Plan is maintained and exercised
- Provincial Emergency Management Plan is developed

6.0 SHARED COMMITMENTS

Shared commitments represent activities within the scope of FES-NL's day-to-day operations which could not be achieved without the participation and cooperation of both internal and external partners. Partners of FES-NL include all stakeholders in the fire and emergency service field including local governments, fire departments, first responders, critical infrastructure providers, various federal and provincial government departments and agencies, police agencies, the private sector and many Non-Governmental Organizations found in Newfoundland and Labrador. The continued efforts of FES-NL staff to engage with community partners and emergency management stakeholders helps to further advance the communications and public education efforts within the general public and within the emergency services sector specifically. Furthermore, FES-NL's shared commitments with these partners are linked to government's strategic direction of improving emergency preparedness for all citizens and communities in Newfoundland and Labrador.

Emergency Management and Fire Protection are by definition areas of shared responsibility. Only through the shared commitment of individuals, governments, and non-governmental organizations can FES-NL deliver on its mandate to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other emergencies.

In developing and supporting these essential partnerships, FES-NL focused in 2011-12 on four key areas in which it shares commitments with its clients, partners and stakeholders - emergency planning, training, exercising and equipment acquisition. Efforts in these key areas represent progress in comprehensive planning thereby contributing to enhanced emergency preparedness.

Since May 2009 when the *Emergency Services Act* was proclaimed FES-NL has pursued an aggressive planning agenda in partnership with local governments and emergency service providers throughout Newfoundland and Labrador. FES-NL's three Regional Emergency Management and Planning Officers and the new Fire and Emergency Services Officer in Happy Valley-Goose Bay worked side by side with local community leaders in an effort to develop local and regional emergency management plans and revise existing plans in an effort to meet the May 1, 2012 requirement for all municipalities to have emergency management plans. By the end of March 2012, over 95% of the province's population was either covered by an emergency management plan, or their community had initiated the planning process.

The *Emergency Services Act* also required government to develop a Provincial Emergency Management Plan by May 1, 2012. By March 31, 2012, FES-NL in partnership with other government departments and agencies, drafted the first

Provincial Emergency Management Plan which is anticipated to be in place by the legislated deadline. Furthermore, internal to government, FES-NL in partnership with its BCP partners, were successful in moving BCP from a process to a program and government held its inaugural table top exercise of government's BCP. Progress on emergency planning initiatives within government represents a desire among the public service to be in the best possible position to deliver essential services and programs to citizens when emergencies of all kinds occur.

FES-NL continued this reporting period to encourage communities and emergency management partners to exercise existing emergency management plans in an effort to be in the best position possible should an emergency occur. In an effort to lead by example, FES-NL participated with its partners in two exercises of emergency management plans and procedures. These included Exercise Wind Shear IV, an exercise of Stephenville Airport's emergency plan in September 2011, and Exercise Play-Less, an exercise of St. John's International Airport Authority's emergency plan in June 2011. FES-NL expects that exercising emergency management plans will become more prominent as communities and emergency management stakeholders fine tune their emergency plans and begin to exercise them as a means of validating their effectiveness.

With a limited number of staff, FES-NL recognizes the value of maintaining a core group of trained, equipped and geographically dispersed individuals specializing in emergency response and fire protection services. One of the key mechanisms FES-NL used to strengthen on the ground capacity this past year was to deliver, in partnership with municipalities and emergency service providers, two Fire and Emergency Services Training Schools, one in Corner Brook and the other in Grand Falls-Windsor. Cumulatively, these two schools resulted in 605 individuals representing 159 organizations participating in a variety of fire and emergency management training workshops.

2011-12 saw FES-NL continue its commitment to help modernize the municipal firefighting fleet through cost-shared funding with 22 communities. A total allocation of $3.9 million resulted in FES-NL designating 22 firefighting vehicles, including 13 pumper trucks, 3 tanker trucks and 6 rescue vehicles to these 22 communities. This allocation represented an unprecedented level of financial support for municipal fire protection services.

In this reporting period, FES-NL continued to support municipal fire departments in acquiring much needed firefighting and personal protective equipment. $1M was allocated among 81 communities to purchase items such as bunker gear, self-contained breathing apparatuses, air cylinders, portable pumps, and others.

In early March 2012 and in partnership with the Department of Justice, FES-NL provided $510,000 to the Newfoundland and Labrador Search and Rescue

Association (NLSARA) for the purchase of 25 thermal imaging cameras; these cameras are to be distributed amongst GSAR teams across the province in April 2012. The thermal imaging cameras will help assist these volunteer organizations with enhanced search capacity on the ground and as was noted by Harry Blackmore, President of the NLSARA, these cameras are another "tool in the tool box" in the interest of public safety.

Finally in 2011-12, FES-NL continued its strong partnerships with its federal, provincial and territorial (FPT) counterparts and provincial and territorial (PT) partners on a variety of issues related to fire protection and emergency management. While objectives of each group may differ, the outcome continued to be one of open communication and sharing of information amongst jurisdictions. Examples of these forums include SOREM - Senior Officials Responsible for Emergency Management (FPT), the Chemical Biological Radiological Nuclear Explosive (CBRNE) Sub-Working Group of SOREM, Canadian Council of Emergency Measures Organizations (PT), the Canadian Council of Fire Marshals and Fire Commissioners (FPT) and Deputy Ministers Responsible for Emergency Management (FPT). In addition, FES-NL continued to participate as a signatory to the International Emergency Management Assistance Memorandum of Understanding as a member of the International Emergency Management Group (IEMG). The IEMG is tasked with coordination of inter-provincial and international response to any emergencies that may occur in the Eastern Canadian provinces and New England states for which assistance is requested.

7.0 HIGHLIGHTS AND ACCOMPLISHMENTS

In this reporting period, FES-NL provided an annual operating grant to the Newfoundland and Labrador Association of Fire Services (NLAFS) in the amount of $41,000 and an additional $60,000 to support NLAFS's 'Learn Not to Burn' Program. The 'Learn Not to Burn' program is a fire prevention initiative aimed at teaching primary school-aged children how to prevent and escape a fire safely. NLAFS staffs a position solely designated to advancing this initiative throughout Newfoundland and Labrador. This commitment, like many of the activities undertaken by FES-NL in collaboration with our partners, supports the communications and public education efforts of government, helping to advance the overall strategic direction relating to emergency preparedness.

FES-NL provided compensation to municipalities whose fire and emergency services responded to incidents outside their municipal boundaries. In 2011-12, local municipal fire departments responded to 42 incidents, with FES-NL reimbursing these fire departments to a total cost of $16, 035.66.

On April 4, 2011, for the first time FES-NL had a staff person on the ground in Labrador on a full time basis. The Fire and Emergency Services Officer (FESO) is positioned in Happy Valley-Goose Bay and has a blended role that combines roles and responsibilities of both fire protection services and emergency services. This position is consistent with a commitment contained within the Northern Strategic Plan to provide support for emergency response initiatives in Labrador. During this past reporting period, the FESO focused his efforts upon visiting the majority of the communities in the Labrador region to establish working relationships with first responders, local government organizations, and community fire departments. These efforts also helped to move forward the emergency planning agenda throughout the region, and began the first steps of the fire department assessment process in Labrador. In addition, the FESO offered nine emergency management courses in Labrador, augmenting emergency response capacity on the ground. These courses were delivered from L'Anse au Loup to Wabush. Furthermore, the FESO attended the Combined Councils of Labrador Annual General Meeting in February, 2012 whereby a presentation on the role of Fire and Emergency Services was offered to participants to further public awareness of FES-NL. Again, the presence of staff on-site in Labrador helps to advance communications and public education efforts in this region of the province, further advancing government's overall strategic direction.

FES-NL staff on the west coast of the island participated in the annual Police Week Emergency Responders show in Deer Lake on May 15, 2011. This educational event provided an opportunity for all emergency responders (not just fire and police) to highlight their roles and responsibilities in emergency management, and allowed members of the general public to ask questions of those working in the field.

FES-NL continued to bring closure to outstanding claims under the Disaster Financial Assistance Arrangements (DFAA) program with the federal government. In 2011-12, FES-NL prepared all required documentation and requested final audit from the federal government for the Storm Surge 2007 claim and the Daniel's Harbour Landslide of 2007. The agency concluded all required work associated with closing the Badger Flood claim of 2003, which resulted in a second and final payment of $3,681,553.00 to the Provincial treasury. Additionally, work continues on formalizing and standardizing the Newfoundland and Labrador Provincial Disaster Assistance policy.

FES-NL is an organization that recognizes the value of maintaining a strong learning and development culture. As an organization focused on ensuring an appropriate level of training in emergency preparedness and fire protection for everyone, it is imperative that staff continue to advance their own learning and development opportunities. During this reporting period, FES-NL staff continued to build on their knowledge and skills. For example, three FES-NL staff participated in a federally sponsored All-Hazards Capability Based Planning Workshop in Goose Bay in December 2011. A Regional Emergency Management and Planning Officer completed a certificate program in emergency management through the Justice Institute of British Columbia. Fire Protection Services staff continued to maintain and enhance their certification in various professional standards. One staff person participated in a federally sponsored Emergency Response Assistance Plan (ERAP) training workshop in Winnipeg in June 2011; this workshop focused on the transportation of infectious substances from health care facilities and the potential impacts on the general public should an incident occur and a hazardous materials response be required.

FES-NL is accredited by the International Fire Service Accreditation Congress (IFSAC) in 11 program areas. During this reporting period, FES-NL issued 1,327 gold seals for certification to National Fire Protection Association (NFPA) Professional Qualification Standards. Gold seals are recognized throughout the firefighting sector as a verified, unique indicator that a specific individual holds a specified professional qualification standard.

Across the province, FES-NL supports nine municipal-based hazardous materials response teams; these teams are located in Gander, Marystown, Port aux Basques, St. Anthony, Labrador City, Clarenville, Conception Bay South, Grand Falls-Windsor, and Corner Brook. FES-NL has its own hazmat unit located in Deer Lake which is used for both response and training purposes. Last year, FES-NL provided training to the teams in Gander and Marystown; this meant these teams completed the Hazmat Technician Level training while the team in St. Anthony completed the Hazmat Awareness and Operations Level training. It is anticipated that the St. Anthony team will complete the Hazmat Technician Level training early in the

upcoming reporting period. FES-NL and/or these teams responded to a variety hazmat incidents in the past year. These included but are not limited to an anhydrous ammonia leak at the arena in Gander in April 2011; an ammonia leak at Air Liquid in Labrador City in May 2011; June 2011 response to an accident involving a Seaboard fuel tanker at the intersection of the TransCanada Highway at Croque; a chlorine leak in the Baie Verte water treatment facility in June 2011; a mercury spill at a school in Glovertown in November, 2011; and a RST fuel tanker fire in the Plum Point area in December 2011. In total, FES-NL provided $36, 818.39 to support these hazardous materials response teams in maintaining their equipment, responding to incidents and training for hazardous materials incidents.

FES-NL supports a network of trained Fire and Emergency Services Instructors (FESIs) from local fire departments who deliver a wide range of courses throughout the province. It is important to note that these individuals are not FES-NL staff, but this network was developed and is supported by the agency. Last year, the FESI group taught 66 courses with 925 participants from 186 fire departments, totaling 13,594 instructor hours.

8.0 REPORT ON PERFORMANCE

Issue One: Fire Protection Services

The fire protection services system in Newfoundland and Labrador includes almost 300 municipal fire departments located across the province. These fire departments include career fire departments, volunteer fire departments, and composite fire departments (combination of paid and volunteer firefighting force). Regardless of the type, all fire departments in the province are owned and operated by their respective municipalities while FES-NL remains a source of advice for those fire departments on organizational, technical or tactical issues. FES-NL also has the responsibility to legislate and regulate the provision of fire protection services in the province and sets and develops training standards or adopts national standards to ensure consistent application.

Over the past several years, significant investments have been made to support the volunteer fire service. For example, Budget 2010 and Budget 2011 allocated funding for firefighting equipment and infrastructure well above base funding levels. Additionally FES-NL delivered two fire and emergency management training schools last year, one in the spring in Corner Brook and one in the fall in Grand Falls-Windsor. However, FES-NL remains aware that funding and training alone is not enough. It is time to reflect and take stock of the state of the current fire protection services delivery system and move towards modernizing and rationalizing the delivery of these services throughout Newfoundland and Labrador. This is directly related to Government's strategic direction of improved emergency preparedness for all citizens and communities in Newfoundland and Labrador. Municipal fire protection services need to be assessed paying close attention to both the asset base (firefighting vehicles and equipment) and the training requirements of our volunteer firefighters. This approach assists those communities that own and operate municipal fire protection services to make evidence based decisions about the type of fire protection services it can provide, and assists FES-NL in evaluating and revising the current training model for fire protection services so that collectively we can influence the likelihood of enhanced fire protection services for our province's citizens. All these activities support comprehensive planning and further FES-NL's program and policy development efforts to enhance emergency preparedness in communities throughout the province.

GOAL:
By March 31, 2014, FES-NL will have supported local communities in their ability to provide enhanced fire protection services by providing information and recommendations to support evidence-based decision making.

OBJECTIVE:
By March 31, 2012, FES-NL will have assessed fire protection services and training

requirements and provided recommendations to communities.

MEASURE:
Fire protection services and training requirements are assessed and recommendations provided to communities

Indicator	Actual Result
Some municipal fire protection services assessments complete	In 2010-11 FES-NL developed and began the implementation of a standardized municipal fire protection assessment tool which is used in conjunction with FES-NL's newly developed Fire Service Report Management System (FSRMS). These standardized assessments allow FES-NL to collect and organize data on key elements of the volunteer fire service including equipment inventories, equipment age and condition, firefighter training, and fire department record keeping. This information is utilized to assist FES-NL to advise local governments and the Minister on the adequacy of fire protection. It plays a key role in assisting FES-NL in the design and delivery of a support service and financial assistance program to meet identified needs and priorities. For the reporting period ending March 31, 2012, FES-NL had completed municipal fire protection assessments on 100 volunteer fire departments; this represented 34 % (100 of 295) of volunteer fire departments.
Municipal fire protection services assessments are analyzed	The results of the 100 completed municipal fire protection services assessments were analyzed and shared with the municipality that owns and operates the respective fire department. See below.

Recommendations from the municipal fire protection services assessment are provided to the communities	Detailed reports outlining the status of current fire protection services along with a recommendation to improve service delivery were provided to all municipalities and fire chiefs where municipal fire protection services assessments were completed. This resulted in some of these municipalities rethinking their current fire protection model which included the regionalization of services in some areas. For example the Port au Port East & West fire departments combined operations to form a new regional volunteer fire department. Receipt of the assessment information by the municipality helped inform decision making regarding the type and level of fire protection services that is offered by a municipality to its citizens. The results to date indicated a wide range of fire protection services that exist in the province; from the services available in very small local service district fire departments to the larger more established fire departments in more urban centers that are usually better positioned to offer more extensive fire protection services.
Current training model for fire protection services is reviewed	FES-NL conducted an internal review of its' training delivery model during this reporting period. As a result of this review some of the volunteer firefighters identified issues with attending classroom based training programs during fire and emergency services training schools. Therefore, some components of courses were adjusted to provide better access for the volunteer firefighters. For example components of both the NFPA 1001, Firefighter I and Fire Officer programs were offered through online e-learning.

Fire protection services training opportunities are provided	FES-NL conducted two Fire and Emergency Services Training Schools totaling 787 instructor hours (classroom delivery time) in this reporting period. This is a significant number of instructional hours dedicated to fire and emergency services training. The Spring training school held in Corner Brook had 250 participants from 71 different organizations; 209 of these participants came from fire protection services and completed 332 instructor hours. The Fall training school held in Grand Falls-Windsor had 355 participants from 88 organizations; 315 participants came from fire protection services and completed 378 instructor hours. FES-NL is committed to the development and delivery of local regional training programs to meet the needs of the volunteer firefighters through a network of regional trainers. During this reporting period FES-NL financially supported the delivery of 27 two-day training programs throughout the province. These regionally delivered programs involved 424.5 hours of training, with 439 firefighters participating from 115 fire departments. In an effort to support the Provincial Hazardous Materials Response initiative, 146.5 hours of technician level training was offered at two sites with 18 firefighters while 105 hours of Awareness and Operational level training was offered to 61 firefighters. FES-NL also supported both police agencies by providing 105 hours of fire investigator training to 33 fire investigators.

OBJECTIVE:
By March 31, 2013, FES-NL will have provided recommendations to additional communities and enhanced training delivery.

MEASURE:
Recommendations provided to additional communities and training delivery enhanced

Indicators for 2012-13

- More municipal fire protection services assessments are completed and analyzed
- Recommendations from the municipal fire protection services assessments are provided to the communities
- Fire services training model is reviewed with stakeholder input
- On line e-learning opportunities are expanded and regional training is supported

Issue Two: Emergency Management

FES-NL has embarked upon an aggressive emergency management planning agenda which is reflective of Government's strategic direction for emergency preparedness and specifically FES-NL's commitment to assist with comprehensive planning. Furthermore, the emergency management planning agenda continues to advance program and policy development efforts in the emergency services sector. FES-NL remains engaged in emergency management planning on a provincial level by working on the development of a Provincial Emergency Management Plan and making progress on the Province's Business Continuity Plan. FES-NL is also actively engaged with many communities across the province and continued to provide assistance to these communities to develop their own emergency management plans or to join together and create a regional emergency management plan. Furthermore, much time and effort remains focused on the development and delivery of various emergency management training opportunities, both at a local level and at semi-annual fire and emergency management training schools. All these activities are about capacity - helping to build the capacity of individuals, communities, emergency management partners, and governments to be better positioned and better prepared when an emergency occurs. FES-NL believes that enhancing emergency management capacity is about giving the right tools and where-with-all to act in all kinds of emergencies; this work encompasses a wide variety of emergency management planning activities and provides opportunities for emergency management training.

GOAL:
By March 31, 2014, FES-NL will have enhanced the emergency management capacities of partners, communities and governments

OBJECTIVE:
By March 31, 2012, FES-NL will have advanced planning and training activities related to emergency management.

MEASURE:
Advanced emergency management planning and training activities.

Indicator	Results
Local and regional planning activities are advanced	FES-NL continued to collaborate with municipalities on the development of local and/or regional Emergency Management Plans by providing training, workshops, planning meetings and guidance in the development of emergency management plans. As described in the *Emergency Services Act,*

	the term municipality includes cities, towns, local service districts and Inuit community governments. By March 31, 2012, of the 454 municipalities, 356 municipalities had either completed or initiated the emergency management planning process. This included voluntary regional emergency management planning activities among multiple municipalities in a geographic region. This represented 95% of the population had either an approved emergency management plan or one that was in the process of being completed. In addition, an Information Management business process was implemented that allows FES-NL to enter, update and track progress on approved emergency management plans throughout the province.
Provincial emergency management plan is developed	FES-NL continued to work on the development of the first generation of the Provincial Emergency Management Plan. This document was developed by March 31, 2012 and provided a framework for emergency management planning within the province and outlined the processes involved in emergency management, the coordination activities required for multi-agency/multi-jurisdictional response/recovery operations and has supporting documentation that identifies the essential services of the Government of Newfoundland and Labrador. FES-NL anticipates that an approved Provincial Emergency Management Plan will be in place by the legislated deadline of May 1, 2012.
Progress is made on business continuity planning	FES-NL previously led the development of a BCP for Government. Business continuity planning is a systemic process of preparing government to continue or recover services during an emergency or

	disruptive event. All government departments and agencies have departmental BCPs and have now established a BCP program; this means business continuity planning has matured from plan development to program implementation. A schedule has been established for the continuous review and updating of department/agency BCPs. Furthermore, government held its inaugural table top exercise of government's BCP in March 2012. Approximately 145 employees participated in this event. Lastly, departments were encouraged to participate in available emergency management courses and FES-NL provided orientation sessions on BCP for new government employees.
Emergency management training opportunities are continued	FES-NL continued to provide emergency management training through a number of formats and venues. This included the traditional emergency management training courses (Basic Emergency Management, Emergency Operations Center Management, Public Information Officer, Incident Command System, and Exercise Design) offered during both stand-alone events and at the semi-annual Fire and Emergency Services Training School. At the Spring training school, 41 participants successfully completed emergency management training and at the Fall training school, 40 participants successfully completed emergency management training. Throughout the remainder of the year an additional 400 participants successfully completed emergency management training through the delivery of stand-alone training courses. Additionally, FES-NL utilized various opportunities to address the membership of Municipalities Newfoundland and

	Labrador, Professional Municipal Administrators, and the Newfoundland and Labrador Association of Fire Services to highlight emergency preparedness and available training opportunities.

OBJECTIVE:
By March 31, 2013, FES-NL will have further advanced emergency planning activities and evaluated training.

MEASURE:
Emergency planning activities further advanced and training evaluated

Indicators for 2012-13

- Those communities without emergency management plans are encouraged to develop either a local emergency management plan or join a regional emergency management plan so as to become compliant with the *Emergency Services Act*
- An emergency management plan exercise program to guide and support the exercising of local and regional emergency management plans is developed
- An internal review of emergency management training materials is conducted
- A Business Continuity Planning training workshop is developed and delivery initiated for government employees

9.0 OPPORTUNITIES AND CHALLENGES AHEAD

Since its beginning, FES-NL has been focused on developing and maintaining a modern and robust emergency management system for the province of Newfoundland and Labrador. FES-NL believes that by openly embracing challenges, opportunities for positive change emerge and this past year, the agency has made considerable progress and wants to sustain momentum that will further enhance the development of a strong emergency management system – this is consistent with our 2017 Mission.

In this regard, one challenge FES-NL is focused upon is *Moving Forward: Modernizing and Sustaining Municipal Fire Protection Services.* In this province we are faced with changing demographics, and currently find ourselves with challenging fiscal environments in both the municipal and provincial sectors. Governments are facing the need for prudent fiscal management and balancing it with the efficient delivery of services. During these challenging times, it is prudent on all levels of government to examine how best to ensure we are embracing opportunities for sharing services and finding ways to sustain and improve municipal fire protection services in the province for future generations. FES-NL will continue to conduct municipal fire protection services assessments so as to assist fire departments and their owners (municipalities/local service districts) to understand their roles, responsibilities, capabilities and the level of service they can provide to their citizens. This assessment process encourages outside-the-box thinking and explores alternative approaches to providing fire protection services in our communities.

This upcoming reporting period also provides an opportunity for FES-NL to explore *Enhancement of Our Training Programs* throughout the province. FES-NL has been delivering a Fire and Emergency Services Training Program through a training school model since 2008. The time has come to take a step back and look at how our training programs are delivered. Are there opportunities to utilize new technologies and e-learning and what challenges will that bring to address? Will online learning be in the best interest of the clients we support? Will our clients be able to access this mode of learning? These are questions FES-NL will endeavor to explore both internal and external to government so that government employees and our stakeholders are best served by course offerings available through our agency.

The final opportunity which FES-NL will focus upon is *Planning and Exercising*. These two key activities go hand in hand and are a fundamental best practice in the field of emergency management throughout North America. FES-NL recognizes it will continue to be a challenge to sustain all levels of government in the local, regional, and provincial planning agenda as we move from the planning process to one of plan awareness and maintenance. Exercising emergency management plans

is an integral piece of being prepared for all types of emergencies and adverse events. Helping communities and emergency management stakeholders validate emergency management plans and understand their roles in an emergency situation will become a focus for FES-NL in the months to come, as we continue to move closer to a modern and robust emergency management system in Newfoundland and Labrador.

10.0 FINANCIAL STATEMENTS

Expenditures and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March, 2012 (un-audited). FES-NL is not required to provide audited financial statements.

		Actuals ($)	Amended ($)	Originals ($)
4.1.01	EXECUTIVE SUPPORT			
	Salaries	641,138	642,900	622,900
	Employee Benefits	4,743	7,700	10,000
	Transportation & Communication	46,681	60,500	90,000
	Supplies	17,062	18,000	10,000
	Professional Services	181,164	186,000	250,000
	Purchased Services	394,994	395,900	378,900
	Property, Furnishings & Equipment	20,124	21,100	35,000
	Total Executive Support	**1,305,906**	**1,332,100**	**1,396,800**
4.1.02	FIRE SERVICES			
	Salaries	628,665	628,700	598,100
	Employee Benefits	6,375	6,400	4,000
	Transportation & Communication	153,812	154,000	96,000
	Supplies	63,292	63,700	38,300
	Professional Services	--	--	2,000
	Purchased Services	241,455	247,200	214,300
	Property, Furnishings & Equipment	2,002	2,100	6,800
	Allowances & Assistance	179,550	180,000	190,000
	Grants & Subsidies	1,122,482	1,126,500	1,126,500
	Total Fire Services	**2,397,633**	**2,408,600**	**2,276,000**
4.1.03	EMERGENCY SERVICES			
	Salaries	505,840	531,100	581,700
	Employee Benefits	2,027	3,500	6,000
	Transportation & Communication	151,105	161,000	161,000

	Supplies	32,900	35,400	28,500
	Professional Services	--	--	19,400
	Purchased Services	26,792	27,500	20,400
	Property, Furnishings & Equipment	7,688	7,900	33,000
	Revenue – Provincial	(375)	(1,500)	(1,500)
	Total Emergency Services	**725,977**	**764,900**	**848,500**
4.1.04	**JOINT EMERGENCY PREPAREDNESS PROJECTS**			
	Grants & Subsidies	15,174	282,000	282,000
	Revenue - Federal	(87,892)	(282,000)	(282,000)
	Total Joint Emergency Preparedness Projects	**(72,718)**	**--**	**–**
4.1.05	**DISASTER ASSISTANCE (Capital)**			
	Salaries	426,639	426,700	350,000
	Transportation & Communication	12,447	13,500	--
	Supplies	7,794	9,000	-
	Professional Services	1,607,672	2,005,000	-
	Purchased Services	3,951,360	5,000,000	-
	Grants & Subsidies	5,938,050	16,045,800	23,150,000
	Revenue – Federal	(3,681,553)	(31,393,500)	(31,393,500)
	Revenue – Provincial	(2,881)	--	--
	Total Disaster Assistance	**8,259,528**	**(7,893,500)**	**(7,893,500)**
4.1.06	**FIRE PROTECTION INFRASTRUCTURE**			
	Grants & Subsidies	3,895,605	3,900,000	3,900,000
	Total Fire Protection Infrastructure	**3,895,605**	**3,900,000**	**3,900,000**
	TOTAL FIRE AND EMERGENCY SERVICES	**$16,511,931**	**$512,100**	**$527,800**